

AN EMPIRICAL STUDY ON PRACTICE OF EMPLOYEE ENGAGEMENT ACTIVITIES IN HOSPITALITY INDUSTRY

DIPTI KANWAR¹ & JYOTI JAIN²

¹Research Scholar, JECRC University, Jaipur, Rajasthan, India

²Assistant Professor, School of Management, JECRC University, Jaipur, Rajasthan, India

ABSTRACT

Purpose

The paper is regarding “Employee Engagement”, the most broadening and spreading topic in Human Resource today. The late management guru, Peter Drucker said that the most influential word in any organization is People. It is the people/employees who play an important role in success of any organization where hospitality industry is no exception. When the employees are engaged thoroughly in their jobs, an organization experiences enhanced employee performance, higher rates of employee retention and better financial gains. Engaging and retaining employees is a tough and challenging task in today’s aggressive job scenario. The paper helps to understand the importance of practicing employee engagement activities, also, highlights the benefits reaped after implementation of such activities.

KEYWORDS: Employee Engagement, Employee Engagement in Hospitality Industry, Human Resource Management, Engaging Employees & Engagement and Business Success

Received: Aug 19, 2018; **Accepted:** Sep 21, 2018; **Published:** Nov 26, 2018; **Paper Id.:** IJHRMRDEC201814

INTRODUCTION

The profoundly potent worldwide condition of India makes it best for various businesses like BPO'S, IT Giants, Large Manufacturing Units, Tourism Industry, Hospitality Industry, and numerous others. Accordingly, the Indian market is extending, knowing no limits, and among all of the sectors, the service sector is leading.

The service (hospitality) business is one of the biggest industries spreading its underlying foundations everywhere throughout the globe. It is said that in the present setting, every one of the industries are service providers, only the extent to which they do so varies. The word service is altogether assimilated in Hospitality and Tourism Industries. The hospitality business in India is no special case. When service industry is discussed; it is highlighted that it is spreading as far as possible with the expanded capital venture, improved execution and alongside development of service providers around the world.

The hotel industry is linked with tourism and the growth in the tourism industry has resulted in the growth of the hospitality industry in India. Also, increased business opportunities and prospering economy of India have acted as an advantage for the hotel industry.

Individuals, employees are at the centre of the tourism and Hospitality industry, in a way it very well may be expressed that everything in the service industry rotates around people (employees and customers). In the present continually changing business situation, the most significant and imperative asset that should be utilized is

human asset. It is the workforce which provides long term strength. Thus, it turns out to be essential to address the employees in a useful way with a specific end goal to yield helpful outcomes. There emerges the need of including employees profoundly and altogether in the jobs they perform with the goal that the end results are agreeable to the person in addition to the organization.

Defining Employee Engagement

A number of researchers proposed definitions of employee engagement. However, the researcher's understanding of the concept says that it is the willingness of an employee to go the extra mile to make its customers satisfied and let its organization's taste success in terms of gaining competitive advantage and reaping financial gains.

Understanding Engagement

The term engagement calls for better understanding, as an engaged workforce produces better business results. Engagement is achieved when the workforce of an organisation respects their organisation and contribute towards the realisation of organisational goals. Engagement can also be achieved when the personal aspirations of growth, rewards, pay are met.

To understand the term engagement an organisation should have the following facts as the building blocks:

- Good quality line management
- Clear and reachable HR Policies
- Two way communication
- Employee well being
- Development focus

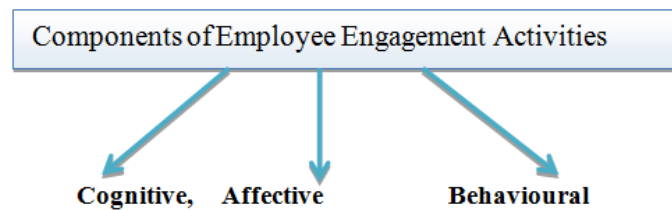
Components of Employee Engagement

The researcher puts forward a framework taking in the components of employee engagement. After gaining an understanding of the various engagement models, the researcher proposes employee engagement activities based on the components, cognitive, affective, and behavioural.

Cognitive Engagement: Cognitive engagement is basically goal and role clarity. It refers to the clear understanding of organizations overall objectives and goals to have a clear sense of job meaning.

Affective Engagement: Lacy considered affective engagement as a construct different from job involvement, job satisfaction and organizational commitment.

Behavioural Engagement: Lacy argued that behavioural engagement is of direct benefit to organizations and hence is very important.



A framework is prepared which requires looking at the cognitive, affective and behavioural dimensions of the concept employee engagement and then categorizing these into observable and measurable elements. The following figure put forward a clear frame within which the engagement levels of employees can be assessed.

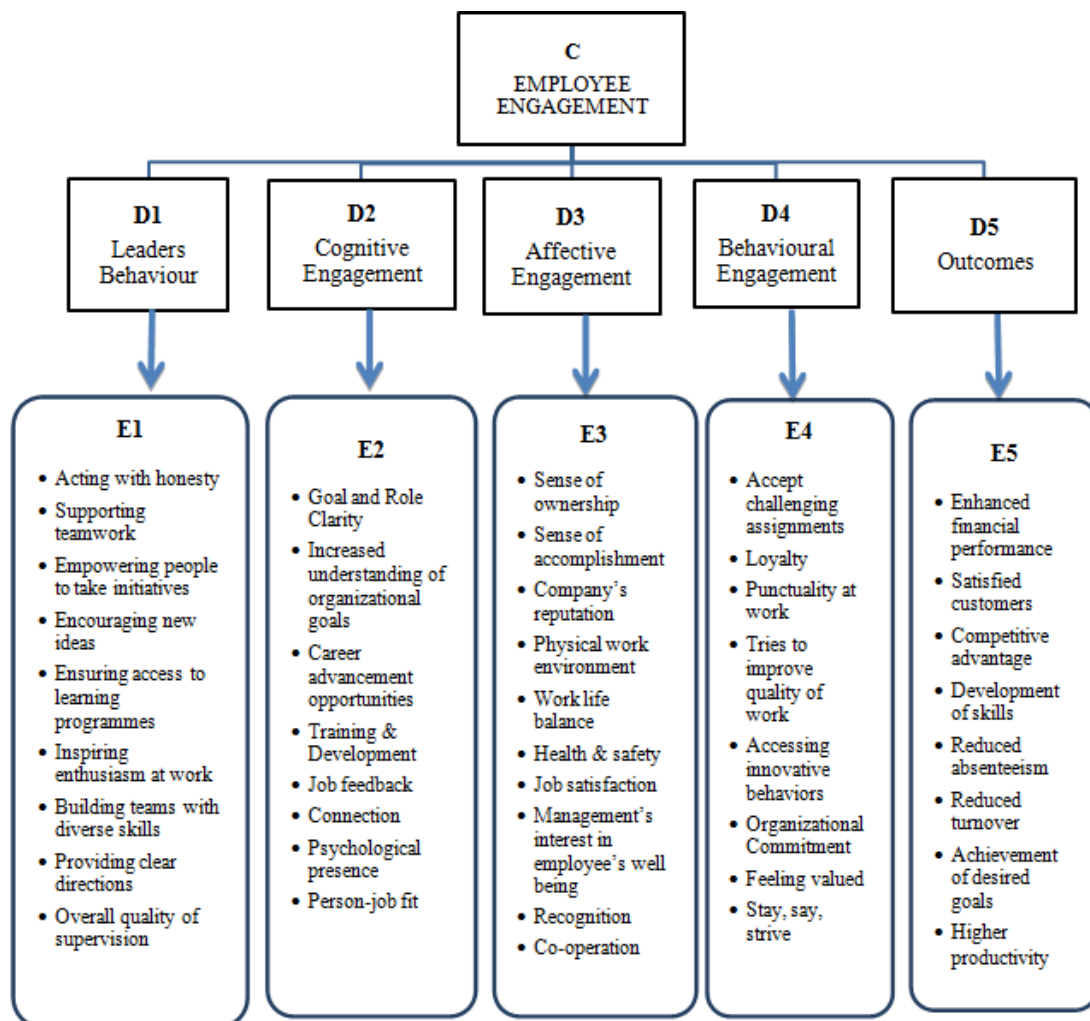


Figure 1: Dimensions (D) and Elements (E) of the concept (C) Employee Engagement

OBJECTIVE OF THE RESEARCH PROBLEM

To study various employee engagement activities which are being used by employers in the hospitality industry.

Hypothesis

Hospitality industry does not practice employee engagement activities.

Type of Research

The study involves both qualitative and quantitative techniques of carrying out research. The Qualitative technique was applied to extract as much primary data as possible and Quantitative technique was applied to statistically prove the validity of the information.

Data Collection

Data was collected through questionnaires and personal interview. The face-to-face interview method is chosen using a standard five point Likert type scale in order to minimize subject error in the study.

Questionnaire: Taking employee engagement as base, the questionnaire is designed. The questionnaire covers various aspects of the organization that lead to employee engagement. Two separate questionnaires were designed:

- Questionnaire for employees
- Questionnaire for employers

Sample Size – 30 hotels

Sampling Technique

Simple Random Sampling is used for the study as in simple random sampling all subsets of the frame have an equal probability of getting selected, thus each element of the frame has an equal probability of selection. Simple random sampling minimizes bias and simplifies analysis of results.

HYPOTHEIS TESTING

H₀₁: Hospitality industry does not practice employee engagement activities.

RANK ANALYSIS

Table 1

RANK ANALYSIS ON THE BASIS OF EMPLOYEE RESPONSES					
	S. No	Name of the Factor	Weighted Total	Weighted Mean	Rank
Leadership Behaviour	1	I get opportunity to use my strengths every day at work	2769	184.6	1
	2	There is good communication from managers to employees	2750	183.33	
	3	I feel encouraged to come up with new and better ways of doing things	2636	175.73	
TOTAL			2718.33333	181.22	
Cognitive Engagement	1	My work responsibilities are clear to me	2946	196.4	4
	2	This last year, I have had opportunities at work to learn and grow	2651	176.33	
	3	The Company's mission is unclear to its employees and to its customers as well	1749	116.6	
	4	I know where to access required information I need to do my job	2703	180.2	
	5	I attend various training sessions	2376	158.4	

	6	I am provided with the materials and equipment needed to do my work right	2642	176.13	
TOTAL			2511.16667	167.3433333	
Affective Engagement	1	I lack the support I need to do my job	2071	138.07	5
	2	My hotel stands as a model of excellence in terms of its overall functionality	2672	178.13	
	3	I don't feel safe when I am working in the hotel	2147	143.13	
	4	I collaborate with others in performing my role	2784	185.6	
	5	Based on my experiences, I would not recommend the hotel as an employer	2120	141.33	
	6	No one talks to me about my progress	1916	127.73	
	7	The company has a negative image to my friends and family	2163	144.2	
	8	My personal life does get affected because of my professional life	1802	120.13	
TOTAL			2209.375	147.29	
Behavioural Engagement	1	My manager and colleagues care about me as a person	2751	120.13	3
	2	I am committed to continuous improvement in my work	2737	182.47	
	3	The mission of the hotel makes me feel my job is important	2778	185.2	
	4	Ideas and suggestions given by me are heard and implemented	2546	169.73	
	5	I see myself continuing to work for this hotel two years from now	2523	168.2	
	6	I go beyond what is expected of me to make customers happy	2779	185.27	
TOTAL			2685.66667	168.5	
Outcomes	1	New and challenging assignments are given to me.	2632	175.47	2
TOTAL			2632	175.47	

Source: Primary Data Collected through Questionnaires

Inference: As we can see in above mentioned table that **Leadership Behaviour** is the major factor in views of employees and it is ranked first by respondents. The next major factor is **Outcomes** and it is ranked second by the respondents. The factor which is ranked third by the respondents is **Behavioural Engagement**. The next factor which is ranked fourth by the respondents is **Cognitive Engagement**. The **Affective Engagement** is ranked as fifth by the respondents.

Table 2

Rank ANALYSIS ON THE BASIS OF EMPLOYEE RESPONSES					
	S. No	Name of the Factor	Weighted Total	Weighted Mean	Rank
Leadership Behaviour	1	I give my opinion in order to solve work related issues	140	9.33	1
	2	I take good care of personal differences among employees	135	9	
	3	give opportunity to suggest different work related alternatives	137	9.13	
	4	I keep employees motivated	142	9.47	

	5	I assign challenging work to the workforce	133	8.87	
TOTAL			137.4	9.16	
Cognitive Engagement	1	I give regular feedback in relation to employee's performance	144	9.6	5
	2	It annoys me when I am blamed for poor performance of employees	113	7.53	
	3	I render support to overcome personal problems	122	8.13	
	4	I keep reminding vision of the hotel through various mediums	132	8.8	
	5	I encourage employees to practice self-control at work while handling irate customers	141	9.4	
	6	I make it clear as to what is expected out of the employees	138	9.2	
TOTAL			131.666667	8.77666667	
Affective Engagement	1	I treat all my staff fairly	146	9.73	3
	2	I fairly reward employees in relation to their job responsibilities	139	9.27	
	3	I restrict self to take decisions at times of contingency	105	7	
	4	I say a good thing about employee who does something good	142	9.46	
	5	I recommend this hotel as an ideal workplace	135	9	
	6	I talk to employees before taking actions that affect them	131	8.73	
TOTAL			133	8.865	
Behavioural Engagement	1	I am at the core of planning process related to improvement of functionality of hotel	133	8.87	2
	2	I am enthusiastic while tackling a difficult situation	143	9.53	
	3	I like to introduce my ways of doing a task to employees	122	8.13	
	4	My employee's look up to me with hope for solving their work related issues	142	9.47	
	5	Employees are provided with a platform to showcase their diverse skills and abilities	133	8.87	
TOTAL			134.6	8.974	
Outcomes	1	I emphasis on enhanced performance of employees	138	9.2	4
	2	I arrange training sessions on regular occasions	127	8.47	
	TOTAL		132.5	8.835	

Source: Primary Data Collected through Questionnaires

Inference: As we can see in above mentioned table that **Leadership Behaviour** is the major factor in views of employers and it is ranked first by respondents. The next major factor is **Behavioural Engagement** and it is ranked second by the respondents. The factor which is ranked third by the respondents is **Affective Engagement**. The next factor which is ranked fourth by the respondents is **Outcomes**. The **Cognitive Engagement** is ranked as fifth by the respondents.

RESULTS

Hospitality Industry does practice employee engagement activities. Based on the responses of respondents, employee engagement activities taking in behavioural, affective, cognitive, and leadership behaviour are practiced.

Based on the Findings, Null Hypothesis H_{01} is Rejected

The various activities adopted, practiced by the hospitality industry includes:

Extempore – The employees of hotel participate in extempore. They speak by and large about the functionality of hotels, their concerns.

Quiz – Quiz based on hotel's vision, mission, policies, rules and regulations are conducted. Sometimes the same is testified as a test and sometimes as a fun and learn activity in teams or groups.

Story writing – Employees are asked to write stories based on real time situations. It is to learn about their ability and extent of response.

Essay writing – To keep employees updated. Essay writing competition on burning topics is conducted.

Communication forum – This is a casual platform where employees interact and communicate about professional as well as the personal aspects.

Poster making – This engaging activity is conducted to identify and bring out the creativity of employees. To make them feel valued by letting them to do what they long to.

Role Plays – Role plays provide the platform for better communication, understanding, coordination and team work among the employee's.

It's your day – Preparing chef's favourite dish

Sports (cricket, carom, chess) – Employees participate in outdoor games like Cricket as per interest. Also, enjoy indoor games like carom and chess in between working hours to keep

Sharing the feeling (internal magazine) - Face to face with department heads

What's New – to encourage chef's to come with unique dishes and then to add in menu if is liked by the staff?

Staff awards

Training programs

Thought writing as per understanding of organizational mission

Hot Pot – Other members of the kitchen team prepare or bring from home some dishes for chefs and managers. All sit and eat like a family.

CONCLUDING REMARKS

It is concluded that Employee Engagement is identified with important business results. Engaged employees empower fruitful execution of business procedures, they fuel larger amounts of business execution. Such workforce is faithful and adjusts their endeavours to influential objectives to stay in the opposition.

The researchers' understanding of the concept says that it is identified with the employee's state of mind, how they feel about their employment and the association they are working with. Likewise, it is about the dedication or the passionate connection which an employee shares with the association. Commitment among employees is a result of organization's overall functionality including great working condition, great pioneers, job and objective clarity, clear and available strategies. Engaged employees feel fulfilled and will probably remain with their organization because of that dedication.

It is of the great essentials to have committed workforce. Indeed, employees shoulder a vital role in any organization and researches have demonstrated that employee who are engaged perform exceptionally when contrasted with the individuals who are not engaged.

REFERENCES

1. Alfes Kerstin, Kruss Catherine, Soane C. Emma, Rees Chris (2010), *Hollowway Royal, Gatenby Mark, Creating An Engaged Workforce Findings From The Kingston Employee Consortium Project*, CIPD UK (The Chartered Institute of Personnel and Development).
2. Buhler, P., *Engaging the workforce: a critical initiative for all organizations*, *Journal, Super Vision*, pp.67 (9), 18-20, (2006).
3. *Corporate Leadership Council, Driving Performance and Retention Through Employee Engagement, Research Summary, Corporate Executive Board*, pp. 5, 10-22 (2004).
4. De Lacy, Jonnie C (April 2009), *The development of a three dimensional model of engagement; and an exploration of its relationship with affective leader behaviours*, page 46-56.
5. Falcone, P., *Preserving restless top performers: keep your top performers engaged so they don't jump ship once job opportunities arise*. *HR Magazine*. Retrieved from <http://www.allbusiness.com/human-resources/workforce-management-hiring/874979-1.html>, accessed during April 2011, (2006).
6. *Gallup Study (12 October 2006), Engaged Employees Inspire Organization Innovation*, pp. 53-68.
7. *Harvard Business Review, (2013).The Impact of Employee Engagement on Performance. A Harvard Business Review analytic services report*. www.hbr.org/hbr-analytic-services accessed: October 2015.
8. Johnson Mike, *The New Rules of Engagement*, *Journal, Chartered Institute of Personnel and Development*, pp. 36, 52-60, (2004).
9. Lockwood R Nancy (2007), *Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role*, *SHRM (Society for Human Resource Management) research quarterly*, pp. 4-8.
10. Dutta, A. B., & Banerjee, S. *Review of Organizational Development through Employee involvement & Change Management*.
11. Macey, W.H., & Schneider, B, *The Meaning of Employee Engagement*, *Industrial and Organizational Psychology*, 1 (1): pp 3-30, (2008).
12. Vance J. Robert, *Employee Engagement and Commitment*, *Society for Human Resource Management Foundation (SHRM)*, Vol.1, pp 4, 32-36 (2006).